

APPR. & BUDG.

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OTR Registry
76/2052

76-6136

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26 JANUARY 1976

MEMORANDUM FOR: DIRECTOR OF TRAINING

SUBJECT : OTR AUDIT SURVEY

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REFERENCES : (A) MEMO FOR [REDACTED] AND OTHERS FROM DTR DATED 21 JAN 76 (OTR 76/6050), SAME SUBJECT

(B) MEMO FOR DTR FROM CH, AUDIT STAFF, OFFICE OF INSPECTOR GENERAL DATED 20 JAN 76, SAME SUBJECT, AND ATTACHMENT

1. IN REGARD TO REFERENCE (B), I BELIEVE THAT WE HAVE COME FULL CIRCLE AND FIND OURSELVES RETROGRESSING RATHER THAN PROGRESSING. WE ARE ON THE VERGE OF INVENTING THE WHEEL AGAIN. FURTHER, SINCE THIS MATTER HAS NOW BEEN OFFICIALLY SURFACED, IT IS TIME FOR THE OFFICE OF TRAINING TO ASSERT ITSELF OR IT WILL LOSE ALL CONTROL OVER THE [REDACTED]

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A. "[REDACTED] AND OPS TRAINING" - REGARDING THE SUGGESTION "THAT OPS COURSES RUN BY [REDACTED] SHOULD BE UNDER THE DIRECT CONTROL AND SUPERVISION OF THE DDO," TO ALL INTENTS AND PURPOSES AS FAR AS CONTENT IS CONCERNED, AT THE PRESENT TIME THEY ARE UNDER THE "CONTROL AND SUPERVISION OF THE DDO." WHILE THEY DO TEACH "DDO ORIENTED SKILLS" THEY ARE NOT "CONDUCTED SOLELY FOR DDO PERSONNEL AND ESSENTIALLY BY DDO PERSONNEL." OTHER COMPONENTS OF THE AGENCY (DD&ST, DDI, AND DDA) PARTICIPATE IN THESE COURSES AS STUDENTS AND INSTRUCTOR PERSONNEL. I THOROUGHLY AGREE WITH THE RECOMMENDATION OF ELIMINATING THE OTR DEPUTY FOR OPERATIONS TRAINING; HOWEVER, THE [REDACTED] DEPUTY FOR OPERATIONS IS AN INTEGRAL PART OF THE STATION MANAGEMENT SINCE THE POSITION OF THE DEPUTY CHIEF OF STATION HAS BEEN ELIMINATED.

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B. "SCOPE OF REVIEW" - AS STATED, THE AUDITORS DID NOT VISIT THE [REDACTED] DURING "THE SURVEY." THE EXPERIENCE GAINED FROM THE ANNUAL FINANCIAL COMPLIANCE AUDITS ALLEGEDLY PROVIDED SUFFICIENT INSIGHT INTO LOCAL OPERATIONS TO MAKE UNNECESSARY A SPECIAL VISIT. I CERTAINLY QUESTION WHETHER THE FINANCIAL AUDIT PROVIDED A TRUTHFUL AND BALANCED INSIGHT INTO LOCAL OPERATIONS

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TO ARRIVE AT THE CONCLUSIONS CONTAINED IN REFERENCE (B). FIRST-HAND OBSERVATIONS AND DISCUSSIONS ARE ABSOLUTELY NECESSARY TO COME UP WITH THE BALANCED CONCLUSIONS AND A TRUTHFUL ANALYSIS.

C. "OTR/DDO Ops TRAINING RELATIONSHIP" - I HAVE ALREADY ADDRESSED IN PARAGRAPH A ABOVE THE MATTER OF WHETHER THESE COURSES ARE "STRICTLY DDO ORIENTED" AS WELL AS "CONDUCTED SOLELY FOR DDO PERSONNEL," ETC. THE REPORT SAYS BY REMOVING THESE OPERATIONS COURSES FROM OTR WOULD ELIMINATE BUREAUCRATIC PROCEDURES AND LAYERS OF PERSONNEL. JUST WHAT ARE THEY REFERRING TO AND HOW WOULD ANY OTHER ARRANGEMENT ELIMINATE THE PROCEDURES OR PERSONNEL? WE HAVE AT PRESENT VERY EFFECTIVE PROCEDURES BETWEEN THE [REDACTED] AND THE DDO, AND IF THE DDO WAS TO UNDERTAKE CONTROL (WHATEVER THAT MEANS) FOR OPERATIONS TRAINING, WHAT ELSE COULD BE DONE BETTER THAN AT PRESENT? THE DDO HIMSELF HAS EMPHATICALLY STATED THAT HE DOES NOT WANT CONTROL OF THE [REDACTED] AND IS SATISFIED WITH THE PRESENT ARRANGEMENT.

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D. I HAVE ALREADY STATED THAT, IN MY OPINION, THE DEPUTY FOR OPERATIONS TRAINING/TR IS NOT NEEDED AND THE DEPUTY FOR OPERATIONS [REDACTED] IS AN ESSENTIAL MEMBER OF THE STATION MANAGEMENT TEAM NOT "PRIMARYLY TO INSURE OTR RESPONSIVENESS TO DDO REQUIREMENTS." IN REGARD TO THE "DDO TRAINING COMMITTEE," WHILE IT WAS OSTENSIBLY ESTABLISHED TO REVIEW THE OPERATIONS TRAINING CURRICULUM, IT HAS BEEN AN UTTER FAILURE AND HAS GIVEN US NO ASSISTANCE WHATSOEVER. IT HAS NOTHING TO DO WITH "THE ASSIGNMENT OF DDO OFFICERS TO THE [REDACTED]" AND I HAVE NOT SEEN ANYTHING PERTAINING TO THE COMMITTEE'S WORK REGARDING DDO/OTR "COMMAND RELATIONSHIP OVER OPERATIONS TRAINING." I DO NOT SEE THAT THE DDO "WILL BECOME FURTHER INVOLVED IN THE TRAINING OF ITS OFFICERS," IN FACT, IT APPEARS TO BE MOVING IN QUITE THE OTHER DIRECTION. I DO NOT BELIEVE THAT THE SO-CALLED FACTS INDICATE THAT THE "DDO HAS THE CAPABILITY TO CONDUCT THEIR OWN OPERATIONS TRAINING WITHOUT THE NEED FOR EXTENSIVE RELIANCE UPON, AND COORDINATION WITH THE OFFICE OF TRAINING." I REFER YOU TO [REDACTED] WHICH PROVIDES THE RESPONSIBILITIES OF THE DIRECTOR OF TRAINING. I ALSO MAINTAIN THAT, BASED ON MY SOME TWENTY-FIVE YEARS OF EXPERIENCE IN OPERATIONS TRAINING AND THAT WHILE THE DO/CLANDESTINE SERVICE MIGHT HAVE OPERATIONAL EXPERIENCE, THEY LACK THE EXPERTISE IN TEACHING. WE ARE, IN FACT, TURNING BACK THE CLOCK TWENTY-FIVE YEARS WHEN OSO AND OPC DID THEIR OWN TRAINING. THE AGENCY SEEMS TO HAVE A VERY SHORT INSTITUTIONAL MEMORY BECAUSE IT WAS FOUND THAT THOSE TWO OPERATIONAL ELEMENTS COULD NOT PROPERLY CONDUCT THEIR OWN TRAINING AND HENCE THE OFFICE OF TRAINING WAS ORGANIZED. I STRONGLY SUGGEST THE HISTORICAL BACKGROUND LEADING UP TO THIS EVENT BE REVIEWED.

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E. [REDACTED] - I CAN AGREE WITH THE COMMENT THAT THE [REDACTED] IS NO LONGER SOLELY A CLANDESTINE OPERATIONS TRAINING SITE. THE 1975 PRODUCTION FIGURES CERTAINLY INDICATE THAT THERE WERE MANY MORE PARTICIPANTS AT CONFERENCES AND SEMINARS OR COURSES PRESENTED BY HEADQUARTERS TRAINING THAN STUDENTS ENROLLED IN [REDACTED] COURSES. BUT THIS IS MISLEADING BECAUSE MANY WERE HERE FOR VERY SHORT PERIODS OF TIME. WHILE THE "INNKEEPING FUNCTIONS OF OTR" [REDACTED] HAVE GROWN, ALL OF THESE COURSES, SEMINARS, AND CONFERENCES, AS WELL AS THE RESEARCH AND DEVELOPMENT ACTIVITIES HAVE REQUIRED A CERTAIN AMOUNT OF ADMINISTRATIVE SUPPORT AND REQUIRED ASSISTANCE RELATED TO TRAINING. IF OTR MANAGEMENT AND THE PRESENT ARRANGEMENT NO LONGER EXISTED, I CANNOT SEE THAT THE DDO WOULD WANT TO ACCEPT THESE RESPONSIBILITIES AND, WHILE THEY DO NOT STRICTLY APPLY TO TRAINING IN ALL CASES, IT IS ESSENTIAL THAT THE NUMEROUS HEADQUARTERS TRAINING ACTIVITIES BE MAINTAINED AT THEIR PRESENT HIGH STANDARDS AND UNDER OTR CONTROL.

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THERE IS ONE POSSIBLE DEVELOPMENT IN THE FUTURE THAT COULD DICTATE A CHANGE IN THE [REDACTED] MANAGEMENT. THIS PERTAINS TO CONSOLIDATION OF AGENCY FACILITIES. IF SUCH TRAINING ACTIVITIES, SUCH AS [REDACTED] ETC., ARE MOVED TO THE [REDACTED]

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[REDACTED] I BELIEVE IT WOULD BE ALL THE MORE NECESSARY FOR OTR - AS A NEUTRAL BUT YET EXPERT ELEMENT RELATED TO TRAINING - TO REMAIN IN CONTROL. ON THE OTHER HAND, IF CERTAIN LARGE NON-TRAINING ACTIVITIES ARE MOVED OR CONSOLIDATED AT THE [REDACTED] THEN SOME THOUGHT MIGHT BE GIVEN FOR THE MANAGEMENT OF THE STATION TO BE GIVEN TO THE DDA STAFF SINCE THE TRAINING RESPONSIBILITY WOULD BECOME ONE PART OF THE TOTAL ACTIVITIES.

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F. "MOTC" - I CANNOT UNDERSTAND WHERE THE REVIEWERS OBTAINED THEIR INFORMATION. FOR EXAMPLE, THE MOTC IS NOT COMPARABLE TO THE AGENCY'S TEN-WEEK OPERATIONS COURSE. IT IS COMPARABLE TO THE FOUR-WEEK INTRODUCTORY OPERATIONS COURSE AND THE TEN-WEEK OPERATIONS COURSE. IT IS NOT OFFERED FOUR TIMES A YEAR BUT ONLY THREE TIMES A YEAR AND THE NUMBER OF STUDENTS ATTENDING THE MOTC WILL NOT BE LARGER THAN THE NUMBER OF STUDENTS ATTENDING THE OPERATIONS COURSE. FROM PRESENT INDICATIONS, THE IMPACT ON RESOURCES AND FUTURE INTELLIGENCE COMMUNITY TRAINING ALL INDICATE THAT THE MOTC IS A SOLID SUCCESS AND THERE WILL BE FUTURE REQUESTS FROM DoD FOR ADDITIONAL VARIED OPERATIONAL AND NON-OPERATIONAL TRAINING. TO MAKE ANY OTHER ARRANGEMENTS, I.E., TO PUT THIS ALL DIRECTLY UNDER FULL DDO CONTROL, WOULD BE DISASTROUS. WE ARE NOW IN THE PROCESS OF RENEGOTIATING THE ADMINISTRATIVE AND FINANCIAL ASPECTS OF THE AGREEMENT WITH THE MILITARY, A FUNCTION WHICH CERTAINLY OTR THROUGH ITS SUPPORT AND ADMINISTRATIVE MECHANISM IS VERY CAPABLE OF HANDLING.

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g. "CONCLUSION" - CERTAINLY THE "ABOVE AREAS, AMONG OTHERS (?), WARRANT CONSIDERATION FOR FURTHER REVIEW." I CERTAINLY DO NOT BELIEVE, BASED ON MY PAST EXPERIENCE, THAT THE REGULAR AUDIT PROVIDES AMPLE OPPORTUNITY TO DELVE INTO THE MATTERS CONTAINED IN THE FOREGOING, AS WELL AS THIS FINAL PARAGRAPH.

2. SINCE THESE PROBLEMS HAVE NOW BEEN OFFICIALLY SURFACED, IT IS MY OPINION THAT THE OTR CAREER SERVICE BE LOOKED AT. WHILE CERTAIN EFFORTS ARE BEING MADE TO REBUILD THE SERVICE, I BELIEVE THAT BY DEFAULT WE ARE FACED WITH THE PROPOSITION OF RELINQUISHING CONTROL OF OUR OPERATIONS TRAINING, AS WELL AS THE CONTROL AND MANAGEMENT OF THE [REDACTED] CERTAIN DECISIONS WILL HAVE TO BE MADE AS TO WHETHER THE OFFICE OF TRAINING IS TO CONTINUE TO EXIST IN ANY FORM EXCEPT PERHAPS AS A SMALL ADMINISTRATIVE AND SUPPORT ELEMENT OR WHETHER IT IS ABLE TO RE-ASSUME ITS ORIGINAL AND INTENDED FUNCTION AS AN OFFICE OF TRAINING.

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